

PALADINA HEALTH

REVOLUTIONIZING HEALTHCARE DELIVERY



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HEALTH™

Lori Logan, VP Strategy & Innovation
Lori.logan@paladinahealth.com 303.916.0341

October 2017

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About Paladina Health and Our Mission



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Davita
bringing quality to life™



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- Recognized, outstanding clinical outcomes leader
- Delivering high-quality, integrated care management to patient base



 HealthCare Partners.

- Mission: Transform primary care for patients, providers, employers, and payors of health care
- Vision: To be THE leader in transforming primary care in America
- Developed from a “clean sheet of paper”
- Paladina Health Direct Primary Care Medical Homes across the United States and expanding rapidly

- Largest independent doctor group in the United States
- Full capitation payment mechanism
- Developing strategic partnerships nationally

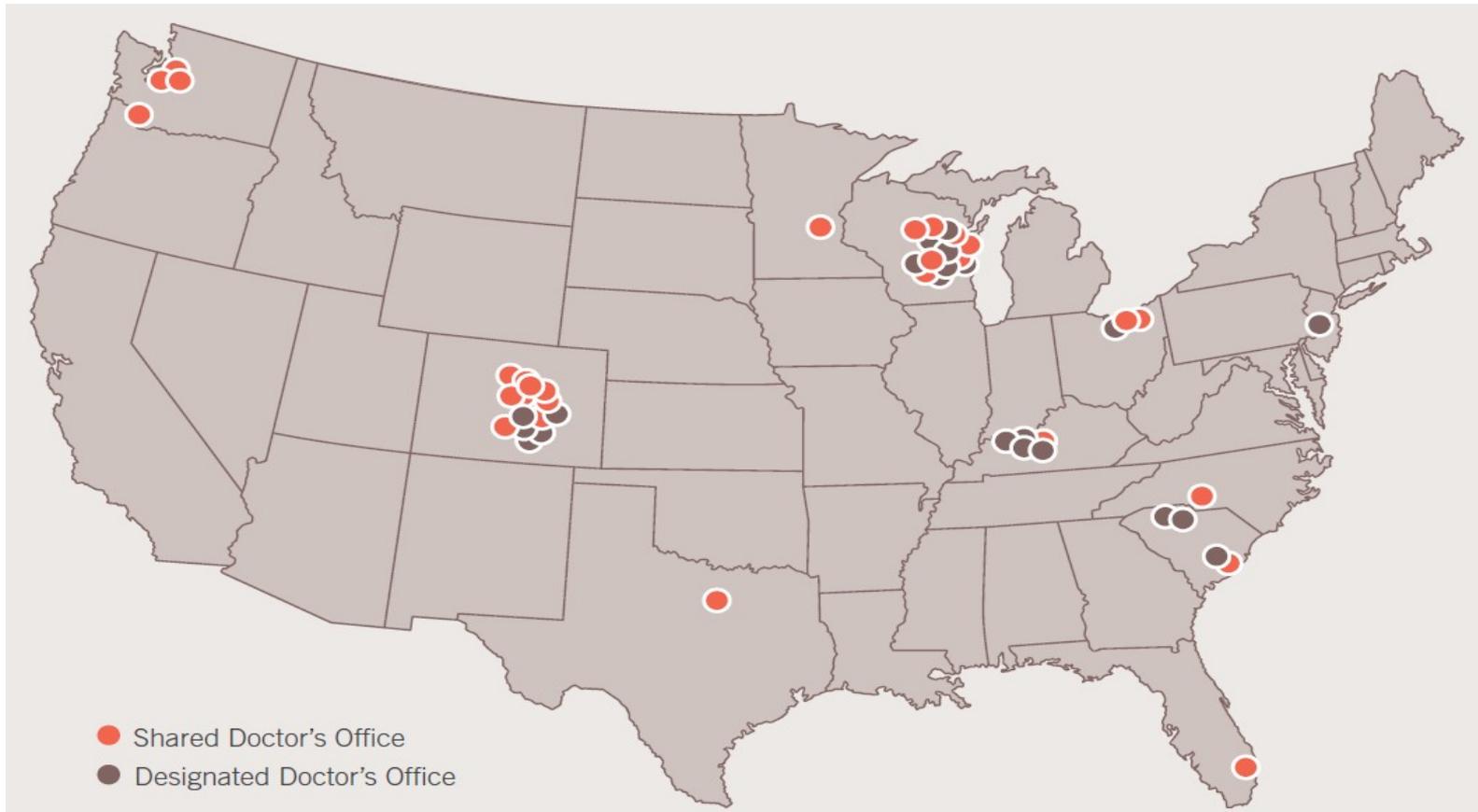
Integrated, Proactive Care | Value-Based Payment

Paladina Health's United States Footprint



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Paladina Health delivers high-quality care at 50 locations nationwide.



15 new physician offices in 5 states opened in the past 2 years

Principals of Our Model



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Paladina Health gives patients unparalleled access to their physician, who has the time, tools and incentives to work proactively with their patients

1

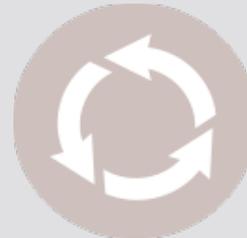
Maximize Primary Care



- Broadest scope of primary care available (at the top of their licenses)
- 24/7 access to **your** doctor
- Convenient locations and no copays

2

Optimize Outside Care



- Evidence-based referrals
- Direction of care to high-value providers
- Ensure follow-up care returns to primary care

3

Align Incentives



- Compensate doctors on outcomes; not volume
- Fees at risk for Performance
- Optimize plan design to drive

The Paladina Physician Role



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“I became a Paladina Health physician primarily because I love the model and the idea of being able to sit and spend time with my patients. I get to be their voice and to help advocate for them...it's really the basis of how we as physicians can partner with our patients and make huge impacts.”

– Dr. Shine, California Paladina Health Physician

Physicians Practicing at the Top of Their License

Enhancing Care Coordination

- Unlimited time with patients
- Ability to cover up to 90% of care needs
- Proactive population health management
- Holistic care
- Ability to maximize high-value network
- Advocacy in the outside healthcare system
- Community resource and family coordination

Comprehensive Scope of Services



"I didn't expect the amount of ease that they would do outside the office for me -- like having to find a specialist or book an appointment. They'll do that for you. "
—Lauren, Paladina Health Patient

We can provide up to 90% of your care needs

Paladina Health Physicians are Available when Patients Need Them



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24/7 access to personal Paladina physician after hours for urgent needs

- Also, secure emailing and messaging direct to physician
- Online scheduling and patient records including test results through the patient portal

“My wife was having serious health issues and we were on the way to the ER when we called our physician. Listening to the issues, she suggested that we skip the ER and come to the office where she received excellent care.”

-Paladina Health Patient
Hartford, Wisconsin



Paladina Health Physicians Get the Time, Data and Care Team Support to Manage their Patient Population



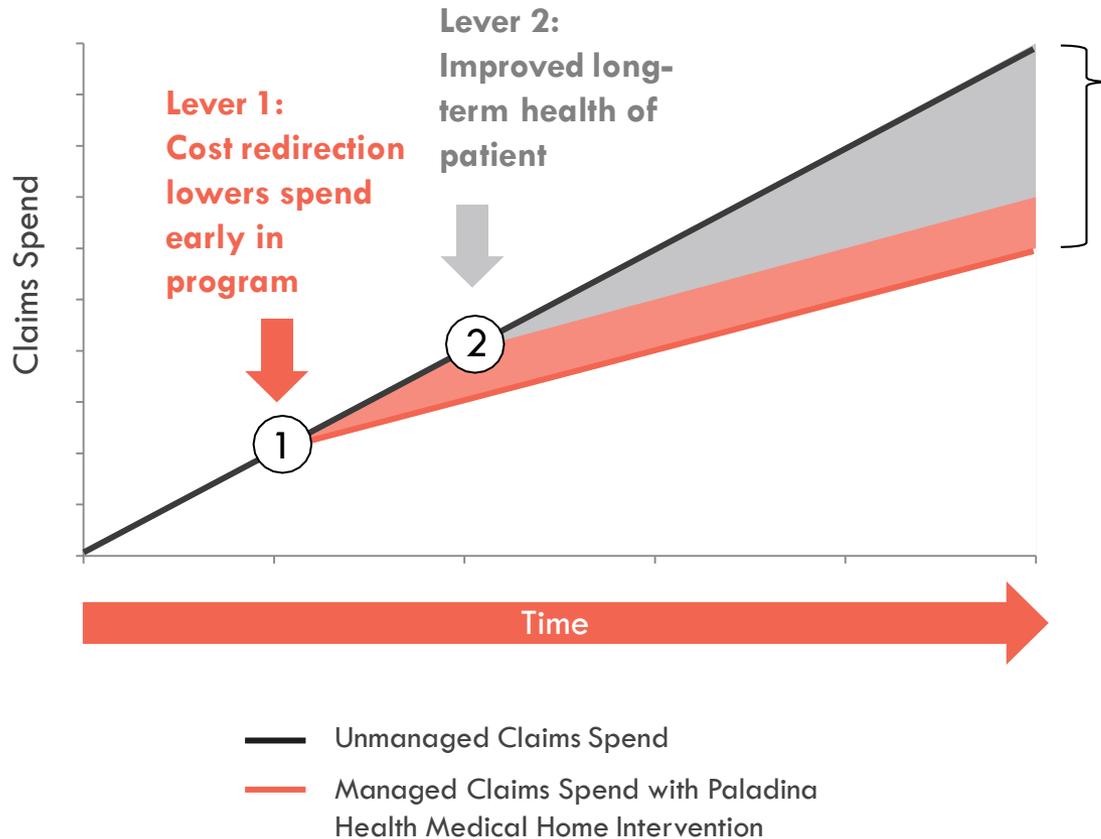
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	Reports & Clinical Processes	Description
1	Daily Care Opportunity Report (turns appointments into proactive care)	Gives physician comprehensive view for each patient: <ul style="list-style-type: none">• gaps in care, health issues• RX issues• outside care utilization that could move to Paladina
2	Care Team Dashboard (proactive care)	Physician can see their patient panel, status and understand which patients need proactive outreach – e.g. diabetic control
3	Care Management Dashboard (proactive care)	Regional Care Coordinator dashboard that identifies patients for prioritized outreach
4	Referral Management	Process to ensure all external healthcare to Paladina Health occurs at the highest value provider

Driving Hard-Dollar Cost Savings



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Paladina Health model drives near and long-term savings opportunities

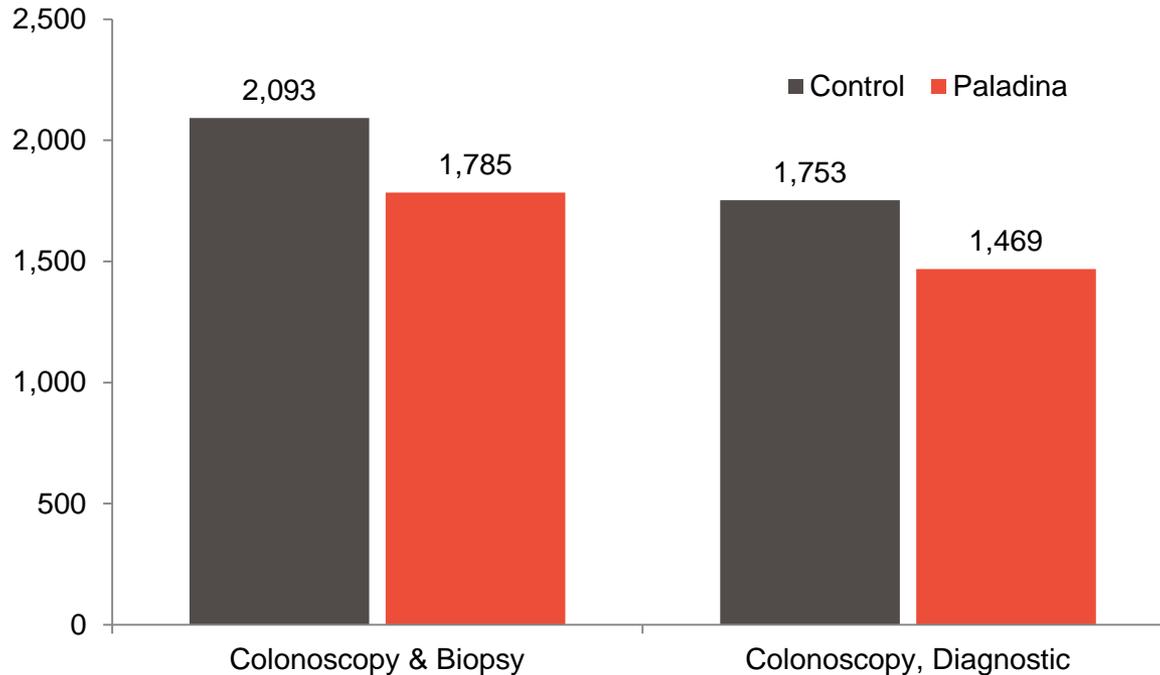
What levers do we pull?

- 1 Near-term Savings Levers:**
 - Increase scope of primary care
 - Redirect expenditures out of costly settings of care
 - Reduce hospital admissions and use of ER
 - Appropriate referral to high-value providers
 - Increase medication adherence
- 2 Long-term Savings Levers:**
 - Improved chronic disease management
 - Preventing chronic condition development
 - Improved patterns of utilization
 - Wellness and preventive care drive patient lifestyle changes

Non-Paladina Health members average cost per colonoscopy was more than 18% higher than Paladina Health members

REFERRAL MANAGEMENT

Average Cost Per Colonoscopy Procedure (\$)



Paladina Health's Closed Loop Referral Process and utilization of health transparency tools ensures members receive high value care when they go outside of Paladina Health for care.

Savings by Paladina

-17%

-19%

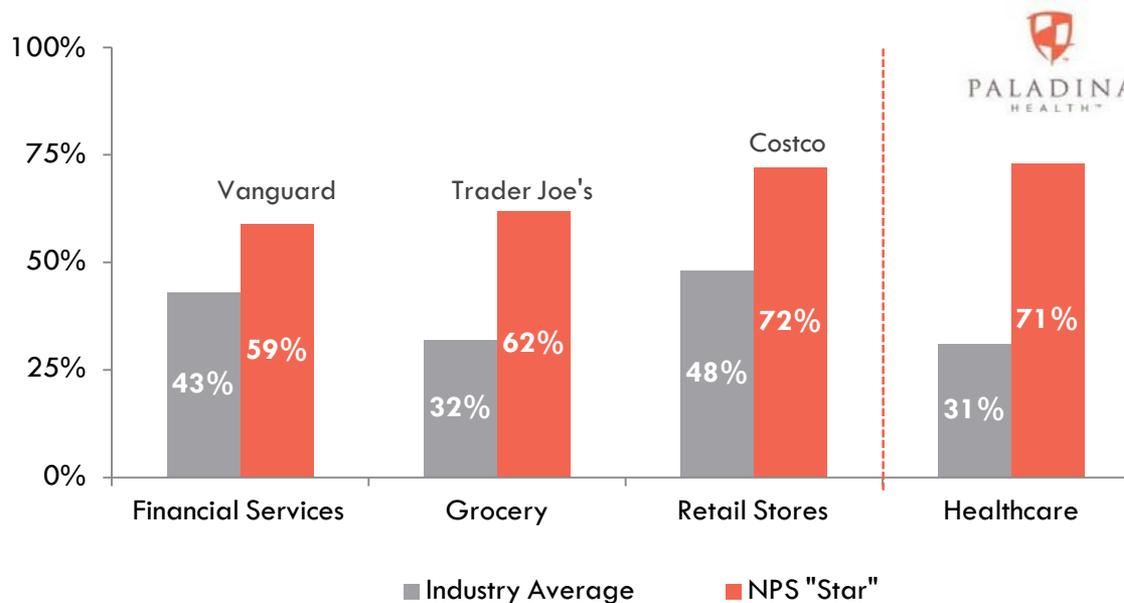
Notes: 1) Paladina Health: Colonoscopy & Biopsy: n=60 ; Diagnostic Colonoscopy: n=47
 Control Group: Colonoscopy & Biopsy: n=79 ; Diagnostic Colonoscopy: n=90
 2) Analysis of Paladina and non-Paladina members on the health plan for the last 12 months.

Service Excellence Is Integral to Our Care Delivery



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Net Promoter Score: outperforming the healthcare industry



Level of Trust with their Physician

94% are satisfied or very satisfied

Provider Spent Enough Time

95% agree or strongly agree

Quality of Care Received

96% are satisfied or very satisfied

Ability to Access their Physician

94% are satisfied or very satisfied

Notes: Paladina Health NPS as of 2016; 'While the net promoter score can range from -100 to +100, the average firm has an NPS of 5 to 10,' according to 2014 Advisory Board Primary Care. All Industry Average NPS scores from Satmetrix 2015 US Consumer Study; All NPS Star information from: <http://blog.satmetrix.com/2015-nps-benchmarks-what-they-reveal-for-finance-retail>; Healthcare Industry score from: <http://www.prnewswire.com/news-releases/kaiser-permanente-again-ranks-no-1-in-customer-loyalty-in-the-2015-satmetrix-net-promoter-benchmark-study-300061421.html>

Our Patient Experience



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 Higher quality care

 Lower healthcare costs



“I like that if I have something come up, I can reach out to my doctor outside of business hours and she can help me over the phone...It’s also a great benefit financially because all of my encounters have been covered. Relationships are important and I feel very strongly about this relationship with my new Paladina Health doctor.”

- Clarke, Paladina Health Patient

“My Paladina Health doctor empowers me to improve my health. Before Paladina Health, my doctor was always looking at a laptop instead of listening to me. Now, I can talk freely to my doctor. I can be honest about my health and my concerns... I’m so happy I have the relationship with my Paladina Health doctor and a clinic that’s an easy walk away.”

- Toria, Paladina Health Patient



 Better access to a doctor

 Improved healthcare experience



Our Client Experience

- Improved health of employees and their families
- Improved employee loyalty, enhanced recruitment and retention
- Increased productivity and reduced absenteeism



*“As an employer, our **employees are our number one asset** and the top things they value, after compensation, are healthcare benefits. I want to **give my employees the benefits they want and deserve**, but we simply cannot afford 8% to 10% increases in health costs each year. So what is the answer? By signing on with Paladina Health as an employer, not only would we have the ability to get our **healthcare costs under control**, but Paladina Health would also make an **intentional effort to get our employees healthy.**”*

*-Mark Deven, City Manager, City of Arvada
Arvada, Colorado*

Our Physician Experience

Paladina Health Doctors have **70% Fewer Patients**



"We're actually able to take care of our patients by ourselves. We can block out the time to do a lot of procedures that normally doctors don't have the time to do. " —Dr. Glaser, Paladina Health Doctor

Thank you !

Questions?



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Policy Statement

❑ Permissible uses of the information

❑ Clinical team

- ❑ Measure, evaluate and continuously improve clinical outcomes and best practices
- ❑ Improve clinical practice by partnering with other providers to reach optimal clinical outcomes

❑ Other teams

- ❑ Monitor efficient use of items/services in delivering care
- ❑ Evaluate utilization information and trends, consistent with CMS and Board of Medical Examiners directives to improve efficiency in the delivery of clinical treatment services

❑ Non-permissible uses of information

- ❑ Use in dictating practices of other licensed healthcare providers

❑ The information in this deck is proprietary & confidential; do not distribute further